



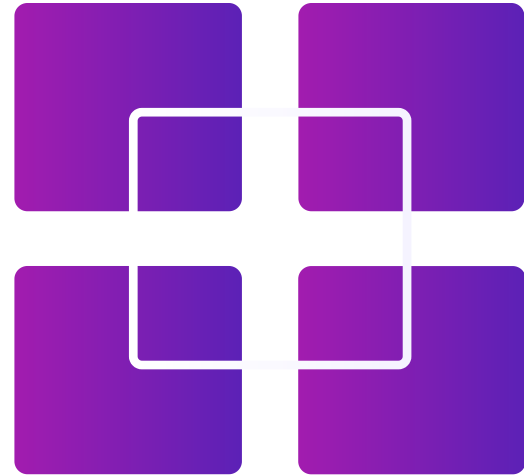
Lecture 5

- Status
- Archival data



Agenda-1

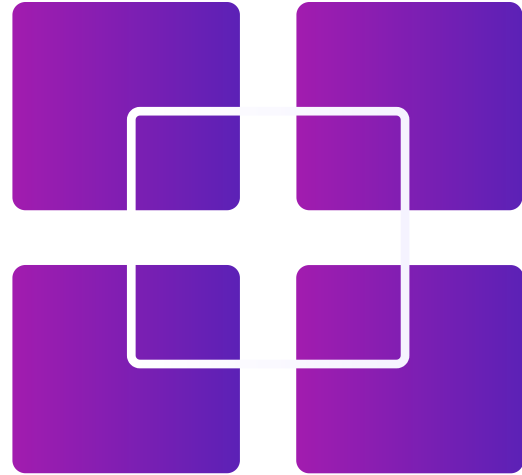
- Method: Archival data
 - Power of archival data
 - Types of archival data
- Topic: Status
 - Influences of status
 - Status vs. power
 - Operationalization of status





Agenda-2

- Discussion
 - Archival data in status: Hur & Lin (revise and resubmit)
 - Archival data in sports: To et al. (2018)
 - Discussion questions
- Next class
 - Research (thesis) proposal



Method: Archival data

Power of archival data

- The power of "I did not collect this!"
 - Researcher's confirmation bias (e.g., measurement)
 - Naturally occurring phenomena (e.g., affirmative actions and college admissions)
 - Easy to address implication concerns – happening in real world!

Limits of archival data

- The limit of "I did not collect this!"
 - Challenges to find archival data that fits the hypothesis (e.g., The effect of performance incentives (IV) on time spent with co-workers (DV))
 - Often, correlational data in nature
 - The source's confirmation bias – who funded this?

Limits of archival data

The limit of "I did not collect this!"

Funding acknowledgement

Please confirm that you have acknowledged all organizations that funded your research, and provided grant numbers where appropriate.

Answer
Required:

☐ All funding sources have been acknowledged.

Please select a response.

Types of archival data: Government/ academia data

- Different government institutions
 - Bureau of Labor Statistics
 - Census Bureau
 - Election Results
- Academic institutions
 - General Social Survey, University of Chicago
 - Wharton Research Data Services
- Pros?
- Cons?

Types of archival data: Media/ survey

- Media outlets
 - COVID-19 data, New York Times
 - MLB salary data, USA Today
- Survey companies
 - BoardEx
 - Gallup
- Pros?
- Cons?

Types of archival data: Sports

- Sports: Team/ player level data
 - Baseball (e.g., MLB)
 - Basketball (e.g., NBA)
 - Football (e.g., NFL)
- Pros?
- Cons?

Practice: Let's try to find the archival dataset for the question!

Topic: Status

Status research

- Influences of status
- Status vs. power
- Operationalization of status

Influence of status

- Definition: "respect, admiration, and prominence that an individual enjoys in the eyes of others in the group"
 - Anderson et al. 2001
- How it affects other's perception of you
- How it affects other's behavior towards you

Status vs. power

- Power definition: "asymmetric control over valued resources in a social relationship"
- Status imbued in person vs. Power imbued in position
- How it affects your behavior towards others

Operationalization of status

- How you measure "respect, admiration, and prominence"?
- Proxy measure of respect, admiration, and prominence
- Challenges: those proxy measures overlap with other constructs
- Self-report

Archival data in status: Hur & Lin (revise and resubmit)
Archival data in sports: To et al. (2018)



The Impact of a High-status Minority Member on Pursuing Diversity Goals

BY Julia D. Hur

Employee diversity at a glance

105,000+ AT&T employee group memberships

OF THAT AT&T WORKFORCE
33% ARE WOMEN
42% ARE PEOPLE OF COLOR

 **15,000+**
Employee Network Memberships
in over **25** countries

18,228 woman at AT&T
work in STEM jobs



 **10,788*** employees
are veterans

AT&T hosts over **670** college interns in an average summer



 **MORE THAN 2,900*** employees
with disabilities
work for AT&T

AGES OF THE AT&T WORKFORCE
30% BABYBOOMERS
43% GENERATION X
26% MILLENNIALS
1% GENERATION Z

AT&T employees are the proud parents of

109,775
CHILDREN
under the age of 13

Data as of December 31, 2015. *Voluntary self-identified.

Research Question

Q. Does having a high-status minority member affect the pursuit of diversity goals?

Hur, J.D. & Lin, J. 'The Impact of a High-status Minority Member on Pursuing Diversity Goals.'

Revise & Resubmit at Organization Science

Central Prediction

Organizations with a high-status minority member are less likely to hire minority members in the future.

Hur, J.D. & Lin, J. 'The Impact of a High-status Minority Member on Pursuing Diversity Goals.'

Revise & Resubmit at Organization Science

Theoretical Development

Status as individual attribute of minority members

- Status: "respect, admiration, and prominence that an individual enjoys in the eyes of others in the group"
 - Anderson et al., 2012; Blader & Chen, 2012; Cao & Smith, 2021
- Bring many benefits within organization
 - Marx et al., 2009; Rivera & Benitez, 2016; Stout et al., 2011
- High-status minority members are cognitively salient
 - Dovidio et al., 2000; Macrae & Bodenhausen, 2000; Smith & Gaughan, 2016

Theoretical Development

Increased saliency licenses organizational decision makers

- Past "good" deeds license individuals to reduce future effort
 - Bradley-Geist et al., 2010; Effron et al., 2009; Lybarger & Monteith, 2011
- Over-generalize salient examples when making inference
 - Lavie, 1995; Posner et al., 2004
 - Dover et al., 2013; Georgeac & Rattan, 2019; Valentino & Brader, 2011
- High-status members license decision-makers to reduce effort

Hypotheses

- H1. Organizations with a higher-status minority member will hire less minority candidates than organizations with a lower-status minority member.
- H2. The effect will be moderated by role prototypicality.
- H3. The effect will be moderated by minority group membership.

Method

MLB Setting

- Longest history in the U.S. as a professional sports league
 - Goal "to promote and support an inclusive environment that proactively leverages the diversity of our workforce" (mlb.com)
- Annual data of status, demographic information, and hiring High-status member in 2012, hiring decision for 2013
- Structural similarity among teams
 - Same size, same league rules, same objective of winning championship
 - Cannella & Rowe, 1995; Peeters et al., 2020

Method

Sample

- USA Today MLB data (1988 – 2019): 5,486 players in 30 teams
 - 32 seasons, 28 players per team (SD = 2.74)
 - 34% racial minority players (n = 1891)
 - 53% Black/ African American; 42% Hispanic/ Latino; 5% other groups
- Analysis: 930 team-level observations
- How having a high status, minority member (a high-status minority player in Detroit Tigers) affects hiring decisions of an organization (Detroit Tigers)

Method

IV: Status of a highest-status minority player

- IV: Status of a highest-status minority player Status: "respect, admiration, and prominence that an individual enjoys in the eyes of others in the group"
 - Anderson et al. 2001, Blader & Chen, 2012, Magee & Galinsky, 2008
- Built a composite measure with five indicators: salary, awards, tenure, starting games, and celebrity profile
 - E.g, Berger & Fişek, 2006, Christie & Barling, 2010, Marr & Thau, 2014

Method

1) Salary

- Common status measure across industries including sports
 - Barron and Waddell 2003, Belliveau et al. 1996, Datta and Iskandar-Datta 2014
 - Sports: Ertug & Castellucci, 2013, Kakkar et al., 2020, Scully 1974
- Leadership making both salary and hiring decisions
- Annual salary information from USA Today data
 - Bloom, 1999, DeBrock et al., 2004, Jane, 2010
 - Mean = \$2,458,635; SD = \$3,917,921

Method

2) Awards

- Prestige and respect from internal experts and external viewers
 - Kim & King, 2014, Marr & Thau, 2014
- Six major awards
 - MVP, All-Star, Gold Glove, CY Young, Silver Slugger, Rookie of the Year
- Calculated weighted sums
 - Based on how selective it is (Clement et al., 2007; Long & McGinnis, 1985)
 - Ex) MVP award with the highest weight – only 2 players across positions
 - Mean = 0.31; SD = 1.11

Method

3) Tenure

- Associated with reputation and social power in a given field
 - Allen, 1981, Ng & Feldman, 2013, Zinko et al., 2012
- The number of years played in the league until a given year
 - Mean = 5.66; SD = 4.31

4) Starting games

- Reflect the level of expectation and trust within team
 - Bradbury, 2017, Chamlin & Arneklev, 1993, Krautmann et al., 2003,
- The number of games started per season
 - Mean = 48.97; SD = 51.26

Method

5) Celebrity profile

- MLB players often acquire "celebrity" status
- Media coverage leads to attention, respect, admiration
 - Associated with audience, fan attendance, and gate revenues
 - Alberoni, 2007 Braunstein & Zhang, 2005, Stevens et al., 2003
- Sports Illustrated: the number of articles featuring each player
 - U.S. sports magazine focusing on athletes and their achievements, since 1954
 - Christie & Barling, 2010, Lumpkin & Williams, 1991
 - Mean = 2.83; SD = 4.81

Method

IV: Status of a highest-status minority player

$$Status_{t,i,j} = \left(\frac{SAL_{t,i,j}}{SAL_{t,i,max}} \right) + \left(\frac{GS_{t,i,j}}{GS_{t,i,max}} \right) + \left(\frac{T_{t,i,j}}{T_{t,i,1,max}} \right) + \left(\frac{A_{t,i,j}}{A_{t,i,max}} \right) + \left(\frac{C_{t,i,j}}{C_{t,i,max}} \right) \quad (1)$$

$$Status'_{t,i,j} = \frac{Status_{t,i,j}}{Status_{t,i,max}} \quad (2)$$

- Provide a continuous measure to compare teams
- Example. Detroit Tigers vs. Minnesota Twins in 2013
 - Detroit Tigers with a player score of 1.00 (\$21M salary + 147 games + 10 years + 2 awards + 28 mentions)
 - Minnesota Twins with a player score of 0.23 (\$0.5M salary + 127 games + 1 year + 0 award + 0 mentions)

Method

DV: Change in the number of minority players

- Number in next year (+ 1 year) – current number of minority

Control variables

- Highest status White player's
- Average status
- Average performance (Wins-Above-Replacement; WAR)
- Team performance (winning percentage)

Method

Additional variables

- **Position** (e.g., pitchers, fielders)
- Team budget
- Collected/ cross-checked from USA Today, Baseball Reference, etc.

Analysis strategy

- Feasible generalized least square (FGLS) regression
 - Cross-sectional time-series FGLS regression with panel-specific AR (1) autocorrelation structure

Results

Results

FGLS regression estimating the change in minority players

	(1)		(2)	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Minority highest status	-0.83*	0.36	-2.92***	0.59
	[-2.31]		[-4.92]	
Minority average status			3.87***	1.08
			[3.58]	
White highest status			-0.15	0.59
			[-0.26]	
White average status			0.32	1.26
			[0.25]	
Minority average performance			2.79**	0.83
			[3.38]	
White average performance			-3.01*	1.17
			[-2.58]	
Team winning percentage			-0.80	1.22
			[-0.66]	
Constant	0.79*	0.32	1.53	0.83
	[2.52]		[1.84]	

p < .05 = *; p < .01 = **; p < .001 = ***

Role prototypicality (H2)

Role prototypicality with pitchers

- White players to be more prototypical for pitchers
- Minority players to be more prototypical for non-pitchers
 - Brown & Bear, 1999; Kahn, 1991; Smith & Seff, 1989 (e.g., shortstops)

Current data

- **Pitcher position** (1 = pitcher, 0 = non-pitcher)
- Underrepresentation of minority players (26% vs. 46% for non-pitchers)
- Generate the high-status \square position variable (interaction term)

Results: Role prototypicality

FGLS regression estimating the change in minority players

	(1)		(2)		(3)	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Minority highest status	-0.83*	0.36	-2.92***	0.59	-2.75***	0.61
	[-2.31]		[-4.92]		[-4.51]	
Minority average status			3.87***	1.08	4.21***	1.08
			[3.58]		[3.88]	
White highest status			-0.15	0.59	-0.21	0.59
			[-0.26]		[-0.35]	
White average status			0.32	1.26	0.55	1.25
			[0.25]		[0.44]	
Minority average performance			2.79**	0.83	2.72**	0.82
			[3.38]		[3.31]	
White average performance			-3.01*	1.17	-3.11**	1.16
			[-2.58]		[-2.68]	
Team winning percentage			-0.80	1.22	-0.79	1.21
			[-0.66]		[-0.65]	
Position (pitcher)					2.34*	1.06
					[2.22]	
Minority highest status × position					-3.67**	1.34
					[-2.74]	
Constant	0.79*	0.32	1.53	0.83	1.28	0.85
	[2.52]		[1.84]		[1.51]	

$p < .05 = *$; $p < .01 = **$; $p < .001 = ***$

Group membership (H3)

Group membership

- Divided minority players in two subgroups
 - Group 1 = Black/ African American (53%, N = 999)
 - Group 2 = Hispanic/ Latino (42%, N = 792)
 - Other subgroups are too small (5% in total, e.g., 1.6% Asian)
- All variables with minority players were changed for each group
 - IV: Hispanic players highest salary/ DV: Change in Hispanic players
 - 4 adjusted control variables (e.g., other minority status)

Results: Group membership

FGLS regression estimating the change in **Black** players

	(1)		(2)	
	<i>b</i>	<i>S.E.</i>	<i>b</i>	<i>S.E.</i>
Black highest status	-0.70**	0.24	-3.07***	0.43
	[-2.94]		[-7.15]	
Black average status			3.75***	0.71
			[5.28]	
Other minority highest status			-0.29	0.45
			[-0.64]	
Other minority average status			1.18	0.92
			[1.29]	
White highest status			-0.62	0.53
			[-1.17]	
White average status			0.12	1.23
			[0.10]	
Black average performance			1.69**	0.51
			[3.32]	
Other minority average performance			-0.63	0.49
			[-1.28]	
White average performance			-0.85	1.10
			[-0.77]	
Team winning percentage			-1.07	1.19
			[-0.90]	
Constant	0.49*	0.19	1.48*	0.73
	[2.56]		[2.02]	

p < .05 = *; p < .01 = **; p < .001 = ***

Results: Group membership

FGLS regression estimating the change in **Hispanic players**

	(1)		(2)	
	<i>b</i>	<i>S.E.</i>	<i>b</i>	<i>S.E.</i>
Hispanic highest status	-0.64*** [-3.60]	0.18	-2.68*** [-6.80]	0.39
Hispanic average status			3.14*** [4.04]	0.78
Other minority highest status			-0.47 [-1.29]	0.37
Other minority average status			0.77 [1.21]	0.64
White highest status			-0.04 [-0.09]	0.45
White average status			0.53 [0.51]	1.04
Hispanic average performance			1.89*** [4.58]	0.41
Other minority average performance			-0.07 [-0.16]	0.45
White average performance			-2.36* [-2.53]	0.93
Team winning percentage			0.66 [0.66]	1.01
Constant	0.40*** [3.60]	0.11	0.23 [0.36]	0.63

p < .05 = *; p < .01 = **; p < .001 = ***

Theoretical Implications

Suggest who the minority members are matters

- Abascal et al., 2021; Chang et al., 2019; Danbold & Unzueta, 2020; Kanter, 1977
- Critcher & Risen, 2014; Georgeac & Rattan, 2019; Valentino & Brader, 2011

An unintended, novel consequence of high-status members

- Jeanquart-Barone 1996; Marx et al., 2009, Rivera & Benitez, 2016; Stout et al. 2011

Emphasize the role of saliency in licensing effects

- Bradley-Geist et al., 2010; Effron et al., 2009; Kaiser et al., 2013; Lybarger & Monteith, 2011; Monin & Miller, 2001; Sachdeva et al., 2009

Discussion Questions

Next Class

- Research (thesis) proposal
- Proposal presentation in Week 7